

CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
FRIDAY, APRIL 6, 1990

Present: S.H. Appelbaum (Chair)
M. Anvari (Fina.), A. Hochstein (MBA), B. Barbieri
(Mktg.), K. Cox (CASA), R. Curnew (Acco.), A.
Farhoomand (DS&MIS), Z. Gidengil (Mktg.), G.J. Gouw
(Mech. Eng.), K. Gronas (CASA), B. Hawker (MBA), S.
Hoffman (Library), A.B. Ibrahim (Mana.), A. Jalilvand
(Fina.), G. Johns (Mana.), C. Kim (Mktg.), D. Kira
(DS&MIS), K. Kruse (CASA), M. Franklin (Mana.), I.
McIsaac (CGSA), A. Rahman (Assoc. Dean), J. Rosenblatt
(Assoc. Dean), A. Satir (DS&MIS), F. Simyar (Acco.), I.
St-Maurice (CASA), L. Switzer (Fina.), F. Szabo (Dean,
Grad. Studies), T.J. Tomberlin (DS&MIS), W. Wiesner
(Mana.), R.O. Wills (Assoc. Dean)

Absent with
apologies: M. Armstrong

I Call to Order

The meeting was called to order at 09:35.

II Closed Meeting

[REDACTED]

III Open Meeting

IV Approval of Agenda, CAFC-90-03A

1. The chair announced that Mme. Gaudet, Secretary General would not be able to address Faculty Council on Copyright Issues due to an emergency. Therefore, slot VII would be omitted from agenda.
2. J.M. Bourjolly requested his presentation for Canada/China Management Education Program be moved into slot VII in place of Mme. Gaudet's presentation.

- 2 -

IT WAS MOVED BY J.M. BOURJOLLY AND SECONDED BY A. RAHMAN THAT THE AGENDA, CAFC-90-03A, BE APPROVED WITH J.M. BOURJOLLY PRESENTING IN SLOT VII.

THE MOTION WAS CARRIED.

- V Approval of Minutes of Previous Meeting - CAFC-90-02M
IT WAS MOVED BY R.O. WILLS AND SECONDED BY A. RAHMAN THAT THE MINUTES OF THE FACULTY COUNCIL MEETING HELD MARCH 16, 1990, CAFC-90-02M BE APPROVED AS PRESENTED.

THE MOTION WAS CARRIED.

- VI Chairs Remarks and Question Period
The Chair announced that the CUFA negotiations have been concluded as of yesterday, Thursday, April 5, 1990. A proposal had been presented, however, results are unavailable.

The Chair thanked A. Jalilvand for his work, research, and energy for beginning serious negotiations with Gottenburg University in Sweden, a new contract with CERAM in Sophia Antipolis and H.E.C. in Paris. We are at the phase of finalizing agreements with these institutions in terms of faculty exchange, research, and executive education.

The Chair announced D. Doreen's efforts to reopen negotiations with the Chinese University of Hong Kong at the Graduate Level.

A. Satir expressed his concern over the recent fire at the Norris Building. A. Satir stated that the conditions were not appropriate for registration and suggested that in future, under similar circumstances, other arrangements be made. R.O. Wills complimented the faculty and staff for their spirit and pointed out there would be difficulties with relocating registration in a matter of hours.

- VII Canada/China Management Program - J.M. Bourjolly
J.M. Bourjolly asked if there were any questions on the annual report from the Canada/China Management Program. A. Satir initiated a discussion with regard to Concordia having second thoughts about collaborating with a regressive government, when there are so many other opportunities in the Eastern Market in which we can help developing nations. J.M. Bourjolly responded that we are aiding with education not weapons. A. Jalilvand stated that such countries are moving towards a freer state because of education, and cutting educational support would harm China.

- 3 -

J.M. Bourjolly announced the Chinese Government may want to eliminate the Program entirely.

VIII Reports from Standing Committees

1. Commerce Undergraduate Curriculum Committee
R.O. Wills reports the curriculum changes that were approved by the Council were ratified by the Academic Program Committee with some minor changes and are going forward to Senate.

IX Reports from Faculty Representatives on University Committees

1. University Senate
M. Anvari reports that the Senate has not met since the last Faculty Council, Dr. Sheinin commented about the Academic Mission of the University, M. Anvari asked if Dean Appelbaum has been involved in any consultations regarding the University Mission. S. Appelbaum responded "No. Not at this point."
2. Arts and Science Faculty Council - There was no report.
3. Senate Academic Planning and Priorities Committee - There was no report.
4. Senate Academic Programmes Committee
R.O. Wills, as stated earlier, reports a few changes were put forth and had been approved.
5. Senate Research Committee - There was no report.
6. Academic Services Committee - There was no report.
7. University Library Committee - There was no report.
8. Fellowships, Scholarships and Awards Sub-Committee - Nothing to report.
9. Sub-Committee on Academic Computer Policy - There was no report.
10. Computer Resources Committee - Nothing to report.

- 4 -

11. Board of Governors

Bryan Barbieri reported that the Board of Governors met on March 21. The majority of the meeting was spent in closed session. The major items of business in the open session were a CUSA motion concerning the issue of accessibility to higher education along with the tabling of the draft Operating Budgets for 1990-91 and the draft Operating Budget for 1991-92, both for referral to Senate. As mandated by the Council at our March 16 meeting, Professor Barbieri related to the Board the concern of the Faculty of Commerce and Administration about the lack of activity in the Senate Committee on Academic Planning and Priorities, and the concern about the possibility of the setting of budget priorities without sufficient academic planning input.

12. Board of Graduate Studies - There was no report.X New Business

Dean Szabo commented on Fellowships, reporting that the budget for Concordia Fellowships has been increased and are able to give 12 new awards and pointed out that the MBA was successful in obtaining one of these awards.

M. Anvari expressed his concern over merit or relative merit of our students leading to only one out of 50 awards. F. Szabo responded that each Faculty has participated in the involvement of profiles that are appropriate for the different disciplines. MBA has a different profile and sets a precedent in the sense that if a candidate was put forth and did not receive 3 points on the Faculty component the candidate had little chance of receiving an award. Because the MBA Program is such a large program we allocated substantially more points to the MBA Program proportionately than to other programs. Now, more 3 point blocks are awarded to more candidates, the chances of MBA students getting an award were enhanced. This year Commerce did substantially better in getting candidates higher up in the list than in the past.

A. Jalilvand stated that one of the problems faced was the question of publication. In the MBA Program publication is not as common as in the Sciences. Publications should not be weighed as much for the MBA and their points should be redistributed in such a way that they would not be treated unfairly. Dean Szabo responded that this has been done. Each Program has been invited to comment on the profile and designed a profile which would allocate appropriate ways to different Diplomas.

- 5 -

- XI MBA Report - Cleve Patterson
- C. Patterson presented, at length on the Proposed Changes to MBA Curriculum for 1991 Implementation. Discussions arose concerning the following changes:
1. Deletion of French requirement in line with M.Sc., EMBA and McGill.
 2. The MBA Research Paper, while still mandatory, is renamed The MBA Project, and is modified to include two options:
 - A: A research paper similar in form and intent to the current paper. Students taking this 6-credit option must take an appropriate course in research methodology as one of their four electives.
 - B: A major Practicum project incorporated into a 3-credit course which includes coverage of appropriate methodological skills in the first term. Projects will be done in cooperation with participating firms or public sector entities by groups of students under the supervision of the professor(s) responsible for the course.

L. Switzer expressed his concerns with these changes. Two issues were raised and the department of Finance unanimously rejected option B of this program based primarily on the free-ridership issue and the objective of developing the students individual communication skills. Dr. Switzer's concerns over dropping the French requirement were also expressed.

J. Lightstone states that in the admission requirements the list that occurs in column one stating a Bachelors Degree is required is omitted in column two. C. Patterson responded that the material was rewritten to tighten up the information, that all the information from the old calendar was there but in new words. It is implied that a Bachelors Degree is required through the mention of undergraduate grades.

IT WAS MOVED BY J.A. ROSENBLATT AND SECONDED BY DR. GIDENGIL THAT THE DOCUMENT ENTITLED MBA CALENDAR CHANGES BE AMENDED TO INCLUDE THE REQUIREMENT OF A BACHELORS DEGREE STATED.

THE MOTION WAS CARRIED.

IT WAS MOVED BY J. TOMBERLIN AND SECONDED BY DR. IBRAHIM THAT THE DOCUMENT ENTITLED MBA CALENDER CHANGES BE APPROVED FOR SUBMISSION TO THE BOARD OF GRADUATE STUDIES.

THE MOTION WAS CARRIED, 1 OPPOSED.

- 6 -

A. Farhoomand pointed out a type-o Page one on Appendix A. MBA 615 the title of the course should be Management Information Systems instead of Management of Information Systems. A. Farhoomand requested the word of removed from the title. C. Patterson took note of the change, no vote was required.

A. Farhoomand pointed out that project requires more than one professor since having one professor defeats the previous philosophy of the interdisciplinary dimension of the program. It would be very taxing to have a single professor supervising 25 students for 2 complete terms. From an administrative point of view it would be advantageous to have a minimum of 2 professors, from two departments, to conduct these courses since it would force the interdisciplinary integration as well as reducing load on the Professor.

Dr. Simyar stated that due to our environment the faculty would suffer without the French requirement.

G. Johns stated that the French requirement should be dropped. Since 1983 the argument has been taken up, and it seems to be paranoia. People understand what it is to do business in Quebec today, and the requirement puts an impediment to some of our other international activities.

A. Rahman suggested that a few sections during the first year be offered in French.

B. Barbieri stated that option B is effectively an elective since it is an option not a requirement.

M. Anvari stated he was uncomfortable removing the French requirement from the calender. Having a few sections in French is a strategic direction for this institution and it should be considered more closely. Removing the French requirement is bad politics, he suggests we should keep it in the calendar and work around making it work more objectively so that there is no misrepresentation.

G. Johns suggested that French work could be programmed actively into Managerial Skills Modules.

- 7 -

IT WAS MOVED BY J. TOMBERLIN AND SECONDED BY M. ANVARI THAT WE AMEND THE MOTION ABOUT THE MBA PROGRAM PROPOSED CALENDAR CHANGES SUCH THAT THE FRENCH COMPREHENSION EXAMINATION REQUIREMENT BE PUT BACK INTO THE PROPOSED CHANGES EXACTLY AS IT IS.

THE MOTION WAS CARRIED, 11 IN FAVOUR, 2 OPPOSED, 6 ABSTENTIONS.

J. Tomberlin pointed out that since Option B is experimental it may be altered or removed if necessary.

Dean Szabo suggested a resolution of keeping option A and offering Option B with the permission of the committee.

Dr. Ibrahim supported the suggestion of Dean Szabo and pointed out that the MBA is a professional degree. The new M.Sc., is a research degree and the Research Paper is valid with the M.Sc. He asked the faculty to imagine the number of Research Papers with both the MBA and the M.Sc. What difference would there be between the MBA and the M.Sc. if they are both requiring research papers.

B. Hawker pointed out the vast research sources which the proposal was based on.

A. Jalilvand suggested that Dean Szabo's suggestion would be acceptable if there was a committee to regulate the implementation of option B. C. Patterson points out that it already states in Appendix B that regulations will be determined by the MBA Committee for admission to option B.

IT WAS MOVED BY J. TOMBERLIN AND SECONDED BY I. MCISAAC THAT THE PROGRAM STRUCTURE DESCRIBED IN APPENDIX A BE APPROVED FOR SUBMISSION TO THE BOARD OF GRADUATE STUDIES AND THAT THE SUPPORTING DOCUMENT ENTITLED MBA CURRICULUM PROPOSAL BE APPROVED IN SUBSTANCE AND SUBJECT TO REQUIRED MINOR EDITORIAL CHANGES BY THE MBA CURRICULUM SUBCOMMITTEE.

MOTION WAS CARRIED, 1 OPPOSED, 2 ABSTENTIONS.

Jerry Tomberlin thanked C. Patterson and the committee for dedicated diligent and sheer hard work over the past year, and translating the research into a well structured, well justified and implementable program.

- 8 -

XII Budget - Dr. A. Rahman

Our current year non-operating budget is \$569,000. \$495,000 was spent on Departments and Academic Programs. \$37,000 on technical support (FIS & CASS). Ancillary Services \$13,000. And the remaining \$23,000 (Office of the Dean & Budget and Facilities - \$19,000).

Non-operating Budget \$569,000 will not be increased for the next year with a possibility of a 4.75 % indexation.

Capital Budget, 1 year ago we received \$30,000, this year we received \$30,000 and \$10,000 more because of a supplementary Capital Budget giving a total Capital Budget this year of \$40,000. But we recieved \$105,000 from the other programs as follows: \$60,000 from the EMBA; \$45,000 from the Canada/China Program. So, although we have received \$40,000 we have already spent \$112,000. We have still to spend monies for new faculty members for purchases of computer equipment. Next year we have made a request for the order of \$236,000 worth of Capital Budget to fund the MBA Lab, and renovations; however, our budget next year will be \$40,000. There was an agreement with the government and the university officials that we are going to have 9 new faculty members for the M.Sc. But the Operating Budget for the following two years provide for a 0% increase in each year and 3 M.Sc. positions for 1991-92 year.

1991-1992 -- 0% increase in the non-salary operating budget so that barring any indexation it will remain as \$569,000 next year, probably with some indexation to the next year. 3 opening Faculty positions and benefits associated with that estimates a \$186,000 increase for the 3 M.Sc. positions. These 3 positions will be the only money added to the budget. The capital budget will be \$40,000.

A. Rahman announced that we are going into a very tight fiscal position in terms of operating budget. EMBA and other money generating programs are essential for this Faculty to continue the way it has been going.

Dean Szabo points out that we are still a second choice University.

- 9 -

Dean Appelbaum stated that there has always been a misperception that the Faculty members are out in the business community adding to their income and he suggested that this has been a significant factor in terms of resources. Dean Appelbaum also stated that we are better known in the U.S. and across the country than we are here in Montreal.

Dean Appelbaum expressed his feelings that the objective and the most significant factors that Concordia has is to conduct a proper, honest, critical evaluation of where the University is going. Other critical areas are the Faculty's ability to support other resources in this University as well as the institutional internal public relations.

A. Farhoomand recommends that the issue of Faculty of Commerce and Administration being under resourced in the University be discussed at the next meeting.

Chair announced that he has invited Dr. R. Sheinin, Vice-Rector, Academic, to address Faculty Council to discuss her academic vision of where she feels the University is going in general in relation to the Faculty in particular as well as inviting her to meet with the Chairs to discuss other issues along the same line in terms of expectations of performance, resources and so on.

XIII Concordia Transportation Management Centre and Pharmaceutical Management Centre - K.L. McGown

It was announced that one of MBA Students, Mr. Gian-Carlo Arakelian, was awarded the Prix du Merite of the Quebec Trucking Association for his paper on The Future of Canadian Private Trucking. April 24, 1990 the Pharmaceutical Management Centre will be hosting a one day conference on Canada in Pharmaceutical R&D the Challenge of the 90's held at the Grand Hotel. Expect people from Concordia University, McGill University, University of Toronto, Provincial as well as Federal Government will be participating. Price is \$150.00 per person, 25 places have been held for faculty members.

IT WAS MOVED BY F. SIMYAR AND SECONDED BY A. JALILVAND THAT THE MEETING BE ADJOURNED.

THE MOTION WAS CARRIED.

XII Next Meeting

The next meeting of Faculty Council will take place on Friday, May 4, 1990, at 09:30 in room GM 403-2 - SGW Campus.